



# **“PROGRAM EXECUTION”**

**April 2001**



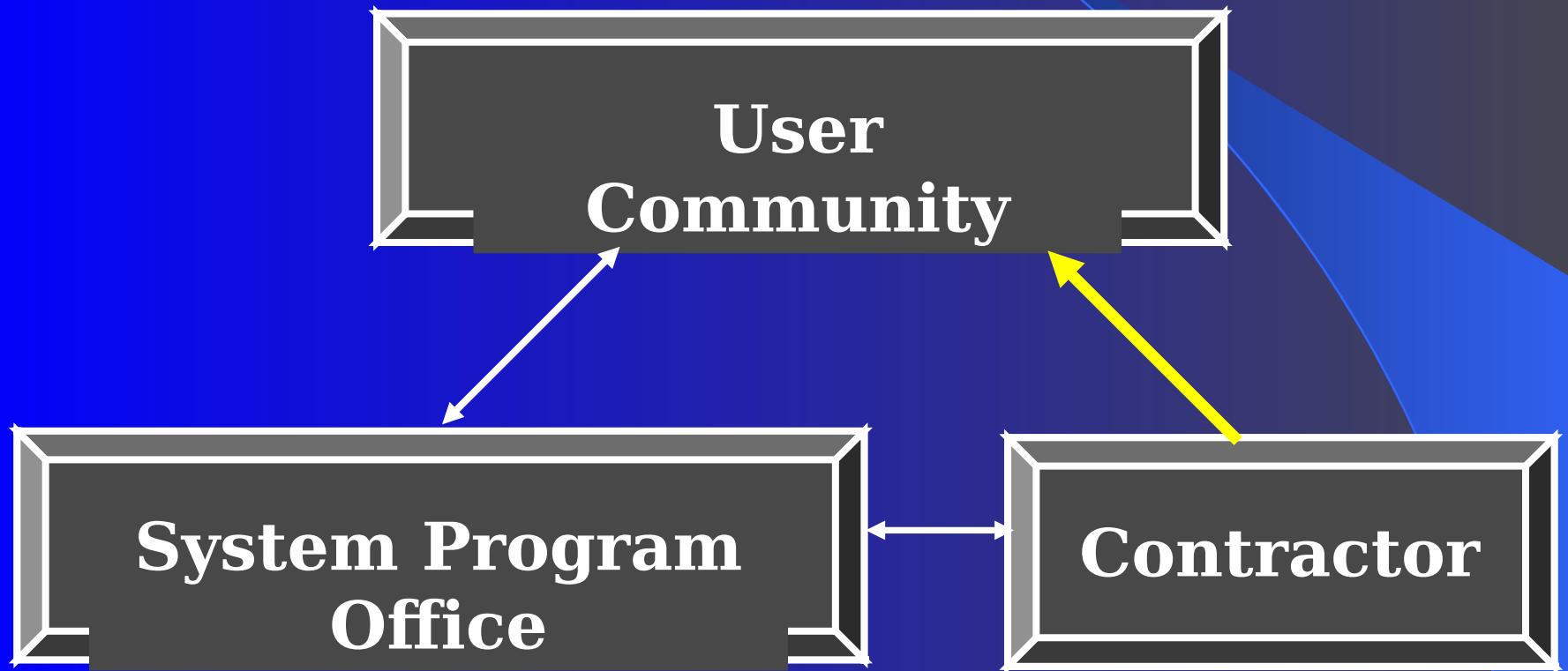


# OVERVIEW

- **General process and team functional roles**
- **Activities and products**
- **“What - ifs”**
- **User coordination activities and responsibilities**
- **Watch points**

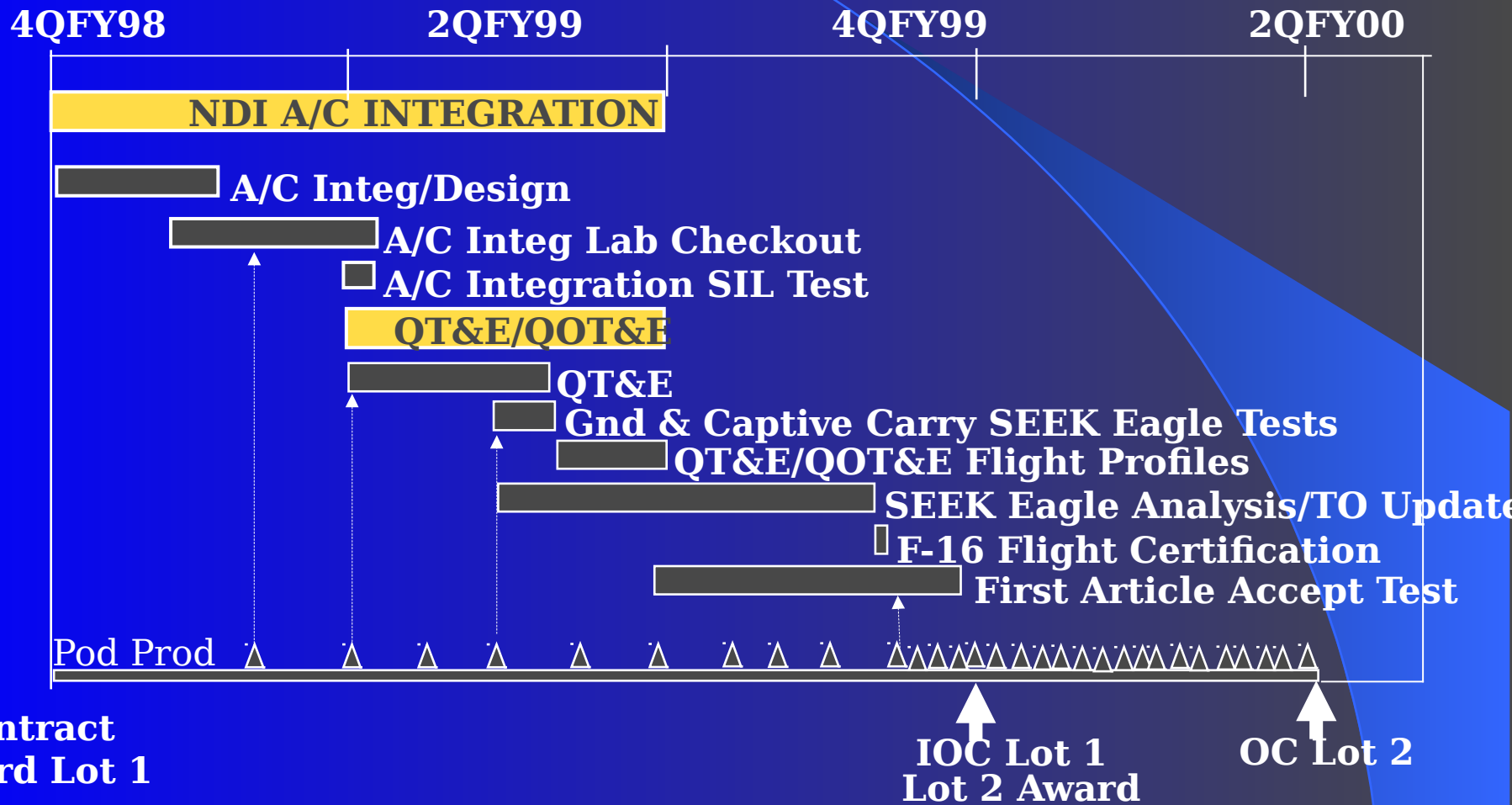


# GENERAL PROCESS AND TEAM FUNCTIONALS



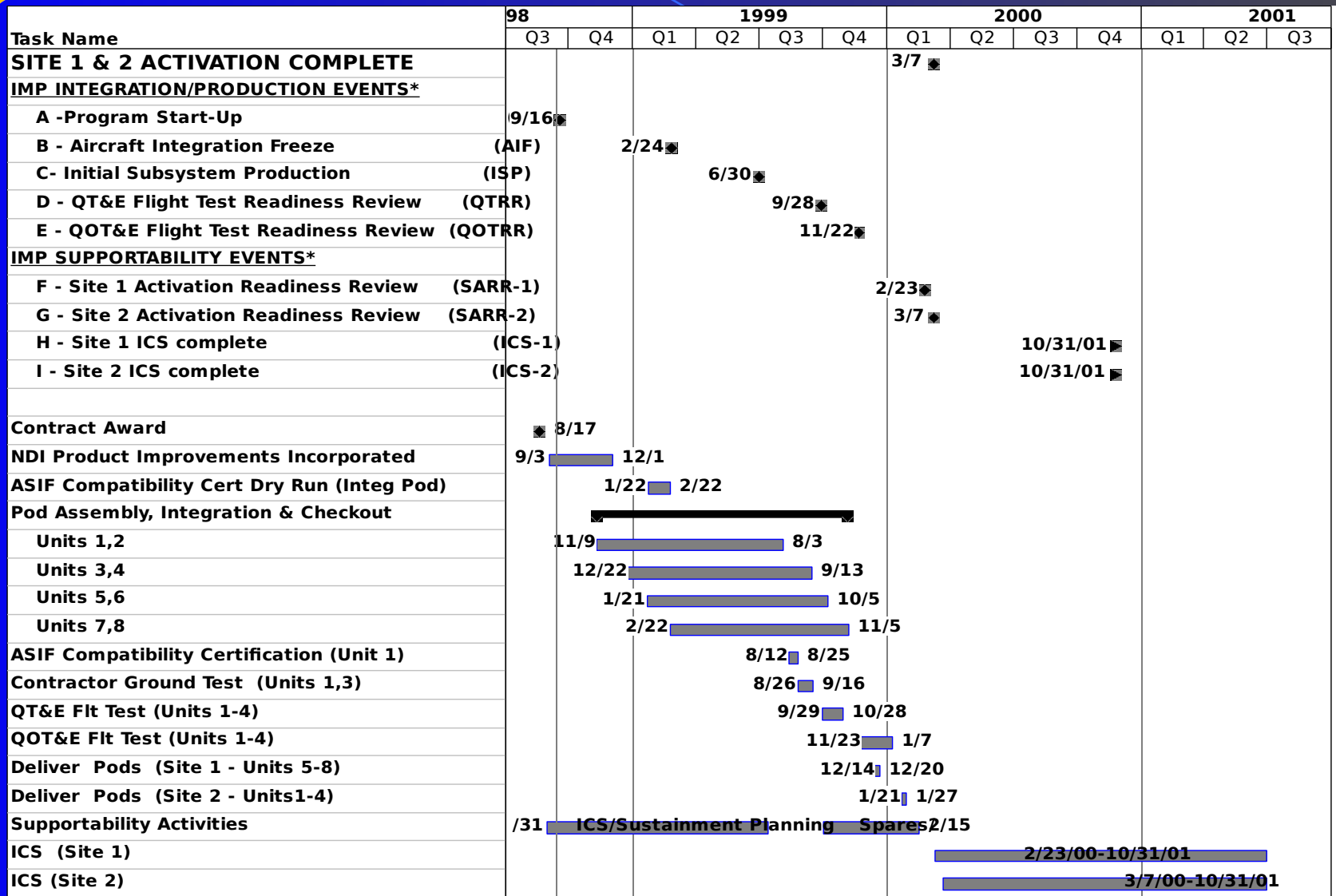


# DETAILED CONTRACT MILESTONES DEPENDENT ON OFFERORS PROPOSED APPROACH





# PRECISION ATTACK SYSTEM DEVELOPMENT SYSTEM OFFICE LITENING II PROGRAM





# **PROGRAM MANAGER (PM)**

- **Team leader**
- **Focal point for all dealings with the external offices**
- **Focal point for any changes in the program**
- **Responsible for success of the program**
  - **Cost**
  - **Schedule**
  - **Performance**
    - o **Logistics**
- **Single point of contact to the user, translates to...**
  - **Funding activity and budget issues**
  - **Timing of capability provided to the field**
  - **Requirements staying intact**



# CONTRACTING (PK)

- **Several kinds**
  - **Procuring Contracting Officer - creation and start of contract**
    - **buyers - assist CO's in administration of contract**
  - **Administrative Contracting Officer - maintains administration**
- **Keeps the program manager out of jail**
  - **CO's actions for the program manager have legal ties**
  - **All have warrants to obligate the U.S. government into contracts with industry**
  - **First and last line of defense for what "creative problem solving program actions" can be taken**



# FINANCIAL MANAGEMENT (FM)

- **Executes some, tracks all stages of funding execution**
  - More so with commitment → obligation → expenditure
  - You're probably most concerned with obligation status
- **Evaluates, interprets and acts on appropriations**
  - Research, Devel, Test & Eval (RDT&E) - "3600 money"
  - Procurement "3010 money"
  - Operations and Maintenance "3400 money"
  - And most importantly... Guard Reserve Equipment Account (GREa) "0350 money"! (like 3010 appropriation)
- **Funding must be executed in the "neat box" it was planned for**
  - Using the right color, in the right year, for the right amount





# ENGINEERING (EN)

- **Different disciplines lead by System Engineer**
  - Others could include: structural, software, avionics, etc.
- **Key member involved with “requirements flow” and interpretation of their having been met**
- **Key interfaces with other functional disciplines:**
  - Test and Evaluation
  - Data and Configuration Management
  - Production and Quality Assurance
  - Program Manager
- **Typically more focused on performance and “ilities” compared to cost and schedule - that’s his job**



# TEST AND EVALUATION (TE)

- **Many categories of testing in defense acquisition**
  - **Development Test & Evaluation (DT&E)**
    - **breadboard, brass board, lab, ground, flight, SEEK EAGLE**
  - **Operational Test & Evaluation (OT&E)**
    - **initial OT&E, OT&E, Follow-on OT&E, live fire**
  - **Qualification Test & Evaluation (QT&E, QOT&E)**
- **Fundamental reasons to test in a program**
  - **Measures technical performance of the product in environments expected**
  - **Validates requirements are met**
  - **Reduces risk**
  - **Provides information tool for decision makers**



# TEST AND EVALUATION (TE)

- **This discipline is a “world unto it’s own”**
  - **Organizational ties with authority to the highest DoD and service (USAF) levels**
    - **HQ USAF/TE (3-star level)**
    - **Air Force Operational Test & Evaluation Center (AFOTEC)**
  - **Policies and politics therefore can play a factor in this area**
  - **Air National Guard Air Force Reserve Test Center - a tremendous asset to the Guard/Reserve**
    - **relationship with the rest of the test world: SEEK Eagle, Edwards, weapon ranges, etc.**
    - **availability of test assets (planes) and personnel (pilots)**
    - **creative thinking and “surge activity” when needed**



# CONFIGURATION MANAGEMENT AND PRODUCTION

- **Configuration and Data Management**
  - Defined as ensuring consistency of a product's performance, and physical features consistent with requirements over it's lifetime
  - Ties into many other functions
    - Systems Engineering, T&E, contractor performance, O&M
- **Manufacturing and Production**
  - Effects schedule, quality of product, and possibly cost
  - Ties in with systems engineering, contractor and...
  - Defense Plant Representative Office (DPRO)
    - basically an on-site contractor plant government watch dog ensuring qualities referenced above are met, especially quality assurance

*Who gets it, How current, Who's Going to Use it?*



# LOGISTICS (LG)

- **Two areas: Acquisition Logistics, Support Logistics**
- **Truly a “cradle-to-grave” discipline**
  - **Concept of Operations (CONOPS), Mission Need Statement (MNS) before ORD**
  - **All the way through operations, support and disposal**
- **Time window of ORD to initial field support applies**
- **Key AFRC support office: AFRC/LG members at Warner Robins**
  - **They may be the key focal point for this function**



# ACTIVITIES AND PRODUCTS





# ACTIVITIES

- **Kickoff meeting**
  - Sets the tone of the program - known as end of the honeymoon
  - Large representation by all areas - including customer
  - Covers program execution strategy/philosophy, structure, major schedule and product performance features
- **Major reviews (Preliminary Design Review (PDR), Critical Design Review (CDR), Program Management Review (PMR), etc.)**
  - Planned ahead of time, usually per contract
  - Transition to next major phase of a program
  - Opportunity for longer discussions on issues (side meetings)
- **Integrated Product Team (IPT) meetings**



# **GROUP TELECONS - REGULAR AND INCIDENTAL**

- **Regular basis during difficult patches of a program (one or two a week)**
  - **New contract modification**
  - **Flight test activities at a test range**
  - **Production lag**
- **Incidental as short-term problems come up**
  - **Multi-disciplined issues such as:**
    - **user issue**
    - **funding or budget issue**
    - **contractor schedule slip**





# SOME GUIDING PRINCIPALS FOR MEETINGS AND TELECONS

- **Ensure that...**
  - **Objectives for the review are well communicated/understood**
  - **All necessary participants attend**
  - **Event driven vs. schedule driven perspective**
  - **All necessary data and information in place for meeting**
  - **Action items are assigned, tracked**

*What is value added to this meeting?*



# SITE ACTIVATION AND INITIAL OPERATING CAPABILITY

- **Site activation when you have in place:**
  - **Hardware**
  - **Training, maintenance and repair manuals**
  - **Support equipment**
- **Initial Operational Capability (IOC)**
  - **Site activation a prerequisite**
  - **Appropriate personnel adequately trained**
  - **Spares available or in stock**
  - **Declared by unit commander to be ready**

***Be wary of acquisition team/contractor wanting  
to declare "IOC"***



# PRODUCTS

- **Contractor Data and Test Reports**
  - **Monthly reports**
    - **Contractor test status**
    - **General schedule status**
    - **Budget status**
    - **Trips and meetings with sub/other contractors**
    - **Trips/meetings with other government agencies**
  - **Meeting minutes**
  - **Master schedule updates**
  - **Contractor lab, ground, flight test reports**



# **PRODUCTION AND HARDWARE DELIVERY**

- **Closer track on subcontractors and vendors**
- **Critical period for contractor:**
  - **Units partially fielded, still doing production run**
    - **Balancing repair and production resources**
- **Closer contact with DPRO once production starts**
- **Contact with units receiving delivery**



# **INTERIM CONTRACTOR SUPPORT/CONTRACTOR LOG SUPPORT (ICS/CLS)**

- **What does the contractor call for?**
  - **Lightning II: Multi Year Option Structure**
  - **C-141 TTS: 1**
    - **1 Year Options**
- **What is AFRC/LG's position?**
- **When is out year funding needed after contract provisions?**



# GENERAL WHAT IF's

- **Requirements shortfall or creep**
- **Cost changes (overruns)**
- **Schedule slips**
- **Additional efforts or modifications – user initiated**
  - **Lead time for information on this both ways is usually critical**
    - **user to acquisition**
    - **acquisition to user**



# USER COORDINATION ACTIVITIES AND RESPONSIBILITIES

- **What do they care about / you care about?**
  - **Other services**
  - **Other AFRC agencies**
  - **Lead Commands**
  - **Air National Guard**

***Make sure the product contributes to increased  
combat capability***



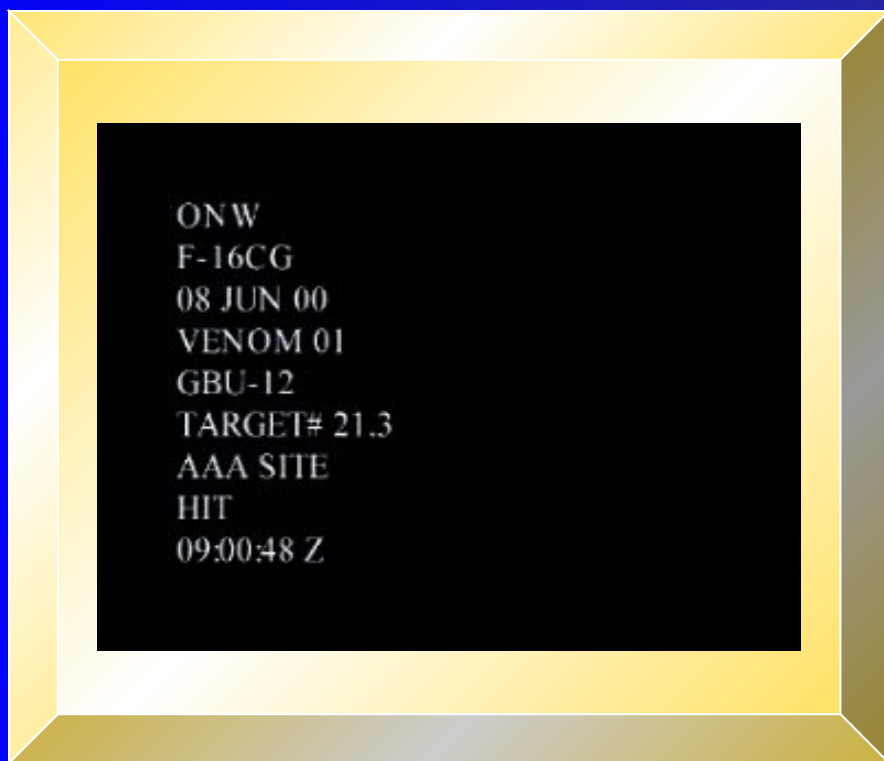
# WATCH POINTS

- **What's contractually binding and what's not?**
  - **(Work Breakdown Structure (WBS) vs. Integrated Master Schedule (IMS) example)**
  - **Know what shortfalls or late areas of performance to get excited about and which ones not to**
  - **Get a feel for appropriate level of detail to get involved with**





# AFRC & ANG LITENING II PROGRAM Results in Action!



## LITENING II Operation Northern Watch Video



# SUMMARY

## FINALLY, STAY AHEAD OF THE GAME...

**Keep it professional, it's business not personal**

**Forge good working relationships**

**Be proactive in the processes and products**

**... believe it or not, this job is very instrumental  
in the success of the program**